



I have been on four short assignments to Afghanistan since 9/11 visiting my deployed units, however this is my first long tour in support of OEF. Up until now my entire military career was dedicated to troop units, this is my first tour with the U.S. Army Corps of Engineers and I look forward to the assignment and the challenges that come with it. I continue to marvel at the uniqueness of the Corps – a military organization comprised mostly of civilians with diverse backgrounds and a myriad of professional skills.

Since I arrived at AES last August, I have traveled throughout this large new District, visiting Corps Resident Offices and the FOBs where we maintain offices. I have spoken to most of you, one-on-one as often as possible. Your selfless service and willingness to contribute and support our mission is admirable and greatly appreciated.



As your CSM, it is my responsibility to ensure that the entire organization, both our military and civilian are mission ready! I take great pride in this responsibility and I do not bear it lightly. Your personal well being, career progression, and contribution to duty is of top priority. I want to remind all of you, military and civilian - as you perform your duties you are the face of the Corps to our NATO partners, Coalition Forces allies, Afghan partners and the people of Afghanistan. I expect you to maintain professionalism 24/7 – there are no days off in a combat zone. Your expertise, professionalism and the work you do will have lasting and positive impacts on the stability of this country – I applaud your volunteerism and am very proud to serve with you!

If you have an issue or concern you feel requires my attention, I have an open door policy and I welcome every opportunity to help you achieve mission success. My personal expectations are professionalism, military bearing, customs and courtesies – these are all critical if we are to be the ambassadors for the U.S. Army Corps of Engineers and the people of the United States.

As we continue to forge ahead, you will see new District policies and Standard Operating Procedures. I ask that you read these carefully and fully comply. With the steady influx of personnel, the constant transition of staff along with our growing operational capabilities, we need these tools to assist us in the integration of structure and discipline into all of our work processes - this will enable us to work smarter.

I am proud to be here serving next to all of you and I thank you again for your loyal and committed service. I wish all of you, your families and loved ones back home a happy and joyous Holiday Season.